



PLANNING & ZONING REPORT

Liquor and Tobacco Advisory Board Meeting of October 20, 2020

Laid over from September

File #020-LTAB-085

APPLICANTS: Blackprint Enterprises LLC d/b/a Xsquisites Bar and Grill

LOCATIONS: 1201 Broadway

REQUESTED ACTION: The sale of liquor by the drink in conjunction with a restaurant, bar and video gaming in a C-4, Urban Mixed-Use Zoning District.

EXISTING USE: Vacant tenant space

PROPOSED USE: A restaurant, bar and video gaming with the sale of liquor by the drink

DIMENSIONS: 185.6 feet by 226 feet **SQUARE FOOTAGE:** 42,020 sq. ft.

ADJACENT ZONING AND LAND USES:

NORTH:	C-4	Urban Mixed-Use Zoning District
EAST:	C-4	Urban Mixed-Use Zoning District
SOUTH:	R-2	Two-family Residential Zoning District
WEST:	C-4	Urban Mixed-Use Zoning District

YEAR 2020 PLAN: CD Commercial Mixed-Use

HISTORY: **File #013-LTAB-046:** The sale of liquor by the drink in conjunction with a restaurant, bar, and banquet hall (venue) in a C-4, Urban Mixed-Use Zoning District was denied on January 21, 2014 for the property located at 1201 Broadway. This is the subject property.

File #11-LAB-015: The sale of liquor by the drink in conjunction with a restaurant, bar, and banquet hall (venue) in a C-4, Urban Mixed-Use Zoning District was withdrawn by the applicant on January 18, 2012 for the property located at 1201 Broadway. This is the subject property.

File #10-LAB-019: The sale of liquor by the drink in conjunction with a restaurant, bar, and banquet hall (venue) in a C-4, Urban Mixed-Use Zoning District was denied February 25, 2011 for the property located at 1201 Broadway. This is the subject property.

File #100-00: A Special Use Permit for indoor retail sales of liquor by the drink, retail liquor sales by the package, a Special Use Permit for a nightclub/dance hall that does not meet the Performance Use Criteria, and a Variation to allow parking to remain "as is" in a C-4, Commercial Oldtown Zoning District were denied November 6, 2000 for the property located at 122 Broadway. This property is located one (1) block west of the subject property.

File #053-97: A Special Use Permit for a dance hall and liquor sales by the drink and packaged liquor sales in a C-4, Commercial Oldtown Zoning District as approved on July 28, 1997 for the property located at 1118 Broadway. This property is located one (1) block west of the subject property.

File #095-93: A Special Use Permit for the sale of liquor in a C-4, Commercial Oldtown Zoning District was approved November 1, 1993 for the property located at 1201 Broadway. This is the subject property.

REVIEW COMMENTS: The Applicant is requesting the sale of liquor by the drink in conjunction with a restaurant, bar and video gaming in a C-4, Urban Mixed-Use Zoning District. The subject properties are located on the southeast corner of 8th Street and Broadway (Exhibits A & B).

The Applicants, Calvin Rhodes, Reginald Alexander, Cedric Love, and Richard Aldridge, are the owners of Blackprint Enterprises LLC. The Applicants will operate Xsquisites Bar and Grill, the restaurant, bar, and video gaming use in the vacant tenant space of the former Asian Mall and Banquet Hall. The parcel is mostly surrounded by commercial with residential uses to the south of the parcel (Exhibit C).

The prior establishment of the restaurant, and banquet hall uses were done through the Building Permit process for a Change of Use/Interior Remodeling in 1999. Prior to these uses being established the subject property was the Elks Lodge and Club with offices.

Exhibit D is a map identifying businesses with a liquor license. The yellow dots identify the sale of beer and wine by the drink. The green dot is for a full liquor license for the sale of liquor by the drink. The red dot is for packaged liquor sales. The yellow star is the subject property.

A site plan was not submitted but Exhibit C shows the existing layout of the properties. Exhibit C further shows that there are existing parking spaces on the east side of the building. An additional parking lot exists on a separate parcel directly to the south. Also, there are two municipal parking lots available within a one-block radius.

Exhibit E is the interior floor plan that shows the layout of the interior for the first floor. Exhibit E appears to show that the west of the first floor will consist of thirteen (13) tables with seating for seventy-three (73) patrons, eight (8) chairs around the bar, 1-4 pool tables, a kitchen, storage, and bathrooms. Additionally, Exhibit E shows five (5) gaming machines and Keep It 100 Custom Printing will occupy an area north of the gaming machines. However, Exhibit E does not show or have any indication of how the east and south sides of the first floor will be used.

Exhibit F is the interior floor plan that shows the layout of the second floor where the main banquet room is located. The banquet hall is located on the west side of the building and is 121 feet 3 inches by 61 feet 2 inches or 7,416 square feet. There are fifty-two (52) tables with seating for 362 patrons. The dance floor is 20 feet by 20 feet or 400 square feet. There is also a 10 feet by 20 feet stage that is 200 square feet. The bar has fourteen (14) stools.

Exhibit G is the business plan for Blackprint Enterprises LLC. The Applicants state, "the organization structure for BLACKPRINT ENTERPRISES, LLC is simple and straightforward. Mr. Reginald Alexander will be the owner/general manager and responsible for all operations" (Exhibit G). The Applicants state, "the goal of this business is the operation of a bar, restaurant, and special events venue that develops new innovative services and products for its customers and the company will offer a new and exciting experience new to the Rockford area market" (Exhibit G). The Applicants explain, "the bar business is a growing segment with the expected growth rates show a positive dynamic of 2% to 5% for the next few years, depending on the demand of new young customers and the competition in this sector is strong; however, local consumers have shown a willingness to support the new and comfortable establishments" (Exhibit G). The Applicants further state, "the company plans to become a leading bar/restaurant/special events venue in the Rockford area market with beverages, food, entertainment (TV broadcasts, coin-op games, legal Illinois video gaming, streaming music), and service is planned to be the prime strategies in this business with the target audience beings the contemporary adult market, as well as the surrounding neighborhood residents" (Exhibit G).

Additionally, the Applicants, state, "BLACKPRINT ENTERPRISES, LLC will offer a full service bar, with all the top quality and selling beverages, as well as, a top of the line upscale menu and the Illinois VGT's" (Exhibit G). The Applicants state, "BLACKPRINT ENTERPRISES, LLC will offer approx. 10,000 square feet of bar, restaurant and banquet space (the banquet space has a capacity of 500 people) and the current business of KEEPIITOO CUSTOM PRINTING will also occupy space in this new location" (Exhibit G). The Applicants explain, "BLACKPRINT ENTERPRISES, LLC Four Ps marketing plan of 1) Product (Great food and great drinks) - including a wide range of options and tastes, 2) Price - Affordable menu and bar items to suit any budget, 3) Place -Unique, upbeat, cozy, and friendly. Located in a thriving midtown location with an excellent atmosphere for starting and growing a business, and 4) Promotion (Social Direct Mailers, Newspapers, billboards, radio, TV, etc.) - A host of different marketing mediums will be used to reach potential Greater Rockford area customers" (Exhibit G).

Furthermore, the Applicants explain, "a facility of this size usually employees a total of 20 to 35 people with the jobs separated between the "front of the house" manager, wait staff, bartenders, and bar backs and the "back of the house" consists of a manager, cooks, and dishwashers" (Exhibit G).

Within Exhibit G, the hours and days of operation for the restaurant, bar and video gaming will be Sunday through Thursday from 11:00 A.M. to 12:00 A.M. (Midnight) and Friday through Saturday from 11:00 A.M. to 2:00 A.M. The hours and days of operation for the banquet hall were not submitted. The Applicants indicated on the Liquor Application that the hours and days of operation for food service to be Monday through Sunday 11:00 A.M. to 10:00 P.M. Within Exhibit G, the Applicants indicated the anticipated food vs alcohol sales ratios is 50% food with 50% beverages and no cover charge will be collected. The Applicants indicated on the Liquor Application that that the amount of alcohol sales of the business is 30%, food/non-alcoholic beverage sales is 25%, general merchandise is 10% and other revenue (including gaming revenue) is 35%. Staff would need clarification on the breakdown in the business's anticipated revenues.

Finally, the Applicants provide details on the security plan for Blackprint Enterprises LLC. The Applicants state, “the establishment's management has a responsibility to use reasonable measures to provide a safe environment for its customers (invitees), employees, and that responsibility includes in the bars parking lot, the sidewalks and other areas immediately adjacent to the building” (Exhibit G). The Applicant, explains, “the first line of defense for any establishment is its bartenders and server trained to identify patrons who are visibly becoming intoxicated, or becoming loud, obnoxious, or "looking for trouble " and the second line of defense for many bars is a doorperson on staff when necessary (who often is a security person) keeps order in any lines and checks IDs, deny entry to persons who are obviously intoxicated, or who are known to have previously caused problems and been barred by management” (Exhibit G). The Applicants state, “as a sedate and dignified establishment with a well trained staff, we require no in-house security other than those currently employed as management and staff (12 employees) and a dress code will be posted and enforced” (Exhibit G). The Applicants explain, “BLACKPRINT ENTERPRISES, LLC will hire the professional and insured alarm company to install security cameras throughout the location, as well as, install an alarm system on doors and windows with Alarm Illinois security monitoring and the police will be called, in a timely manner, any time management or staff has information to believe a crime has been or is about to be committed and/or whenever a threat of or act of violence occurs on the premises or off premises in areas that would be considered in view or earshot of the establishment” (Exhibit G). The Applicants indicated on the Liquor Application that security would be hired if a written request were received from the liquor commissioner.

The Applicants did not provide an upscale menu or any menu to provide a description of types of foods and beverages to be offered.

Exhibit H shows that there has been one call for service for the Police Department in the past 24 months for 1201 Broadway.

Staff does not oppose the Applicant's desire to run a successful business; however, Staff has some concerns with the proposed use negatively impacting the residents and the surrounding businesses. The Applicants gave conflicting hours of operation for the restaurant, bar, and video gaming use. Additionally, the Applicants have not fully demonstrated how the banquet hall (venue) use will operate and the banquet hall (venue) use will require the approval of a Special Use Permit. Based on the location and the submitted information, staff cannot support this request.

RECOMMENDATION: Staff recommends **DENIAL** of the sale of liquor by the drink in conjunction with a restaurant, bar and video gaming in a C-4, Urban Mixed-Use Zoning District.

SC: DM 9/8/2020

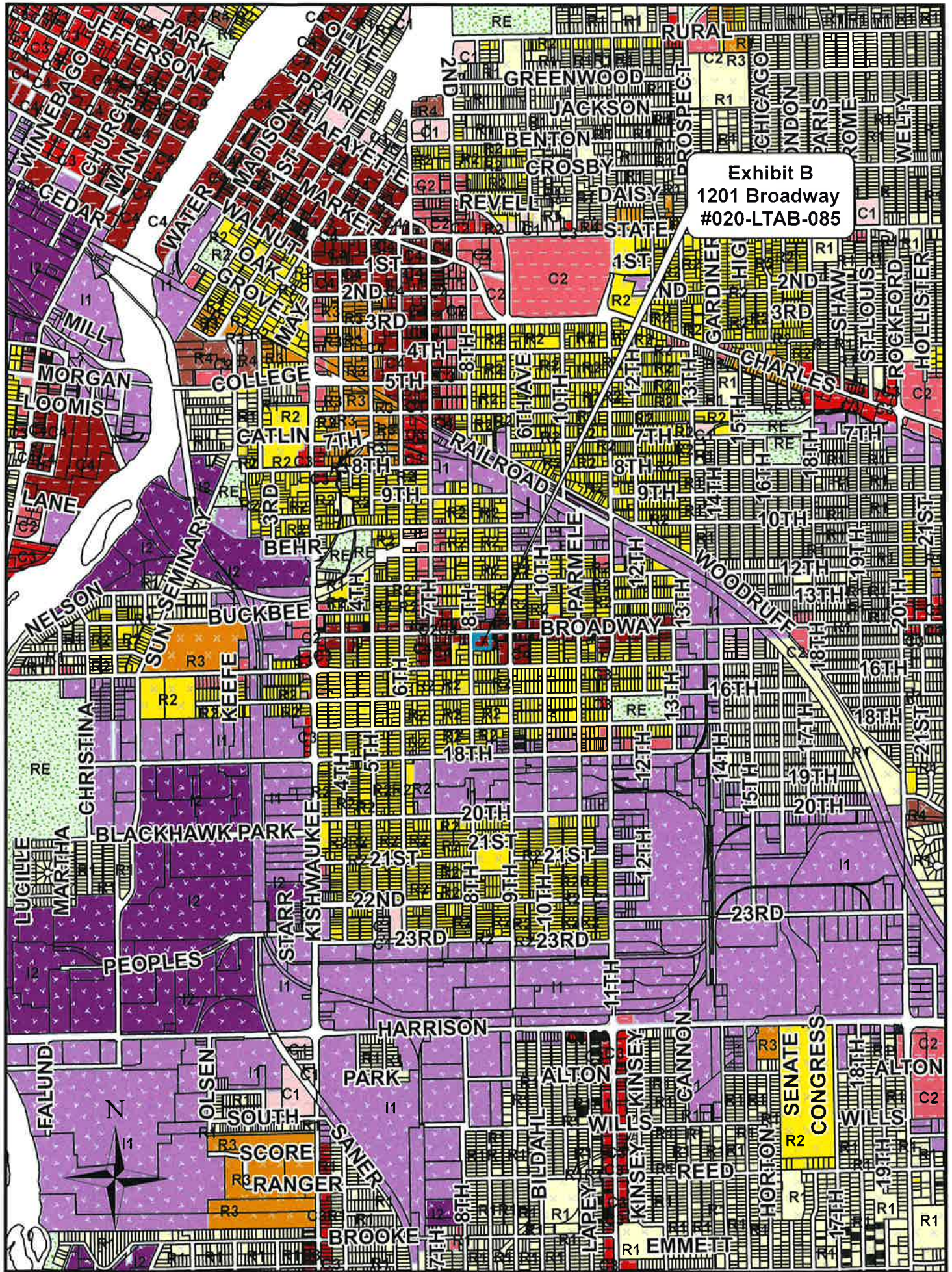


Exhibit B
1201 Broadway
#020-LTAB-085

Exhibit C
1201 Broadway
#020-LTAB-085

13TH

BROADWAY

BROADWAY

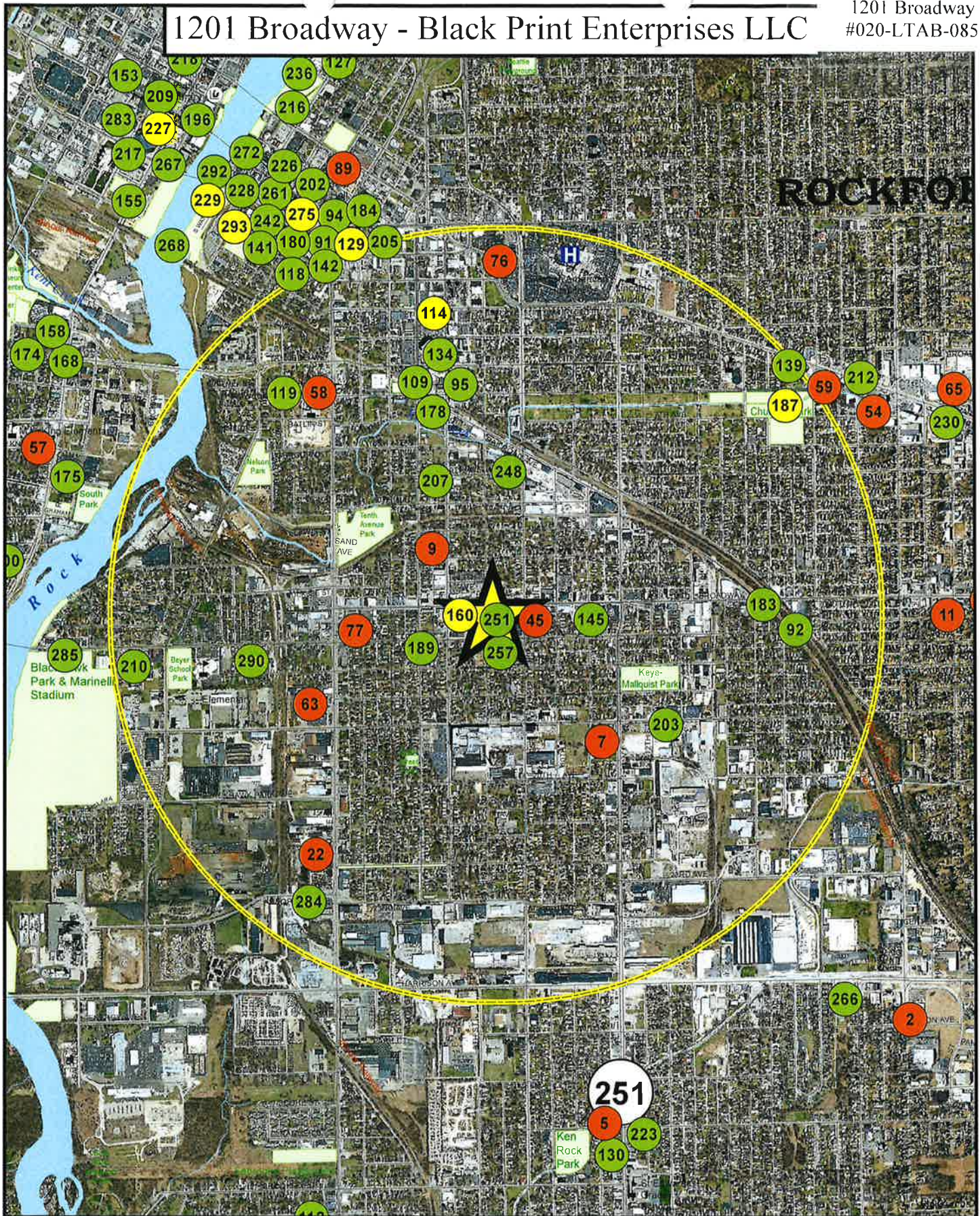
8TH

15TH

N



1201 Broadway - Black Print Enterprises LLC



- Key**
- College/University
 - School (K-12)
 - City/Village Hall
 - Parks
 - Forest Preserves
 - Sale by the Drink (Beer and Wine)
 - Sale by the Drink (Full Liquor)
 - Package Liquor Sales

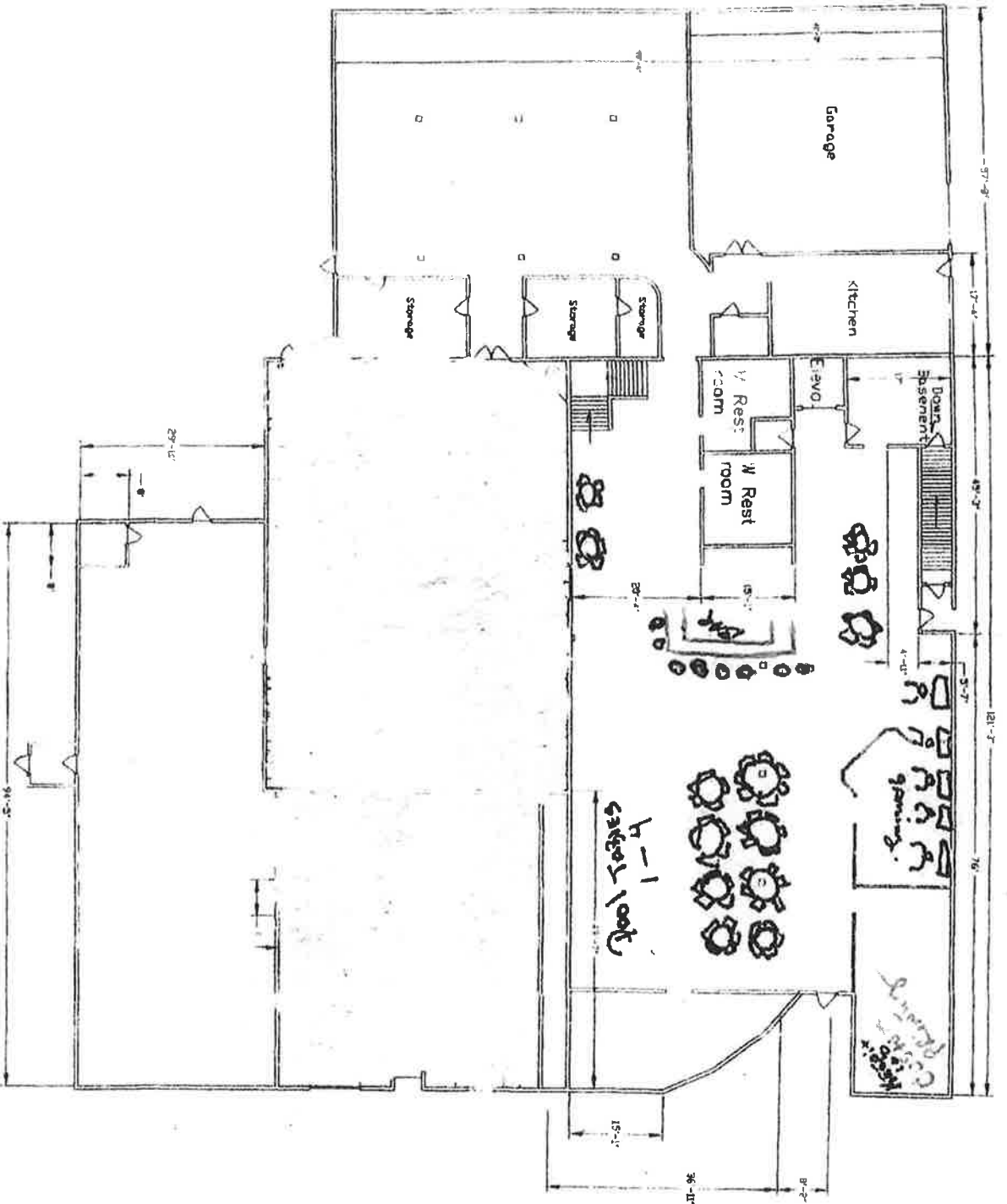
CITY OF ROCKFORD, ILLINOIS

LIQUOR LICENSE LOCATIONS 3/2/2020

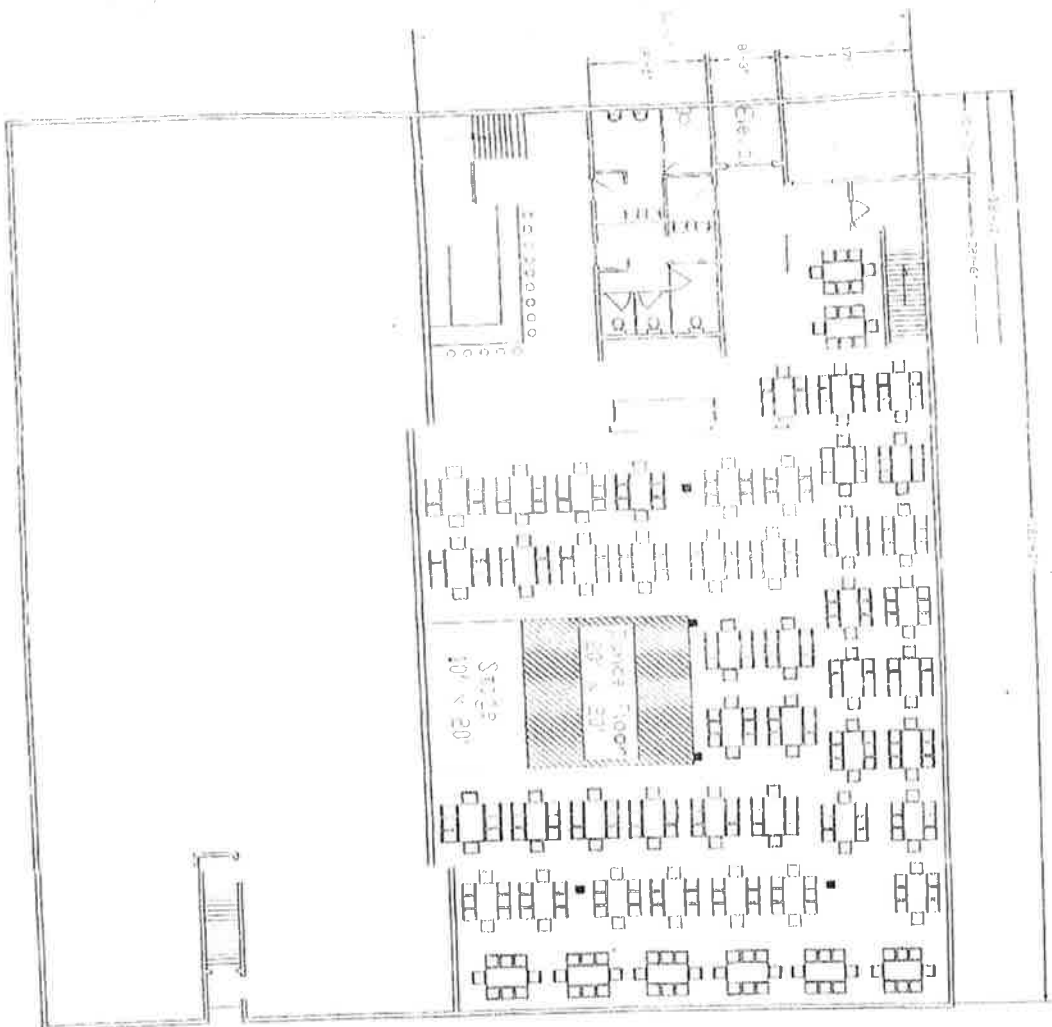
2020



*X Squisite
Bar & Grill*



1st Floor Area
Scale 1/8" = 1'2"



1,200 sq. feet room

2ND FLOOR

6/6/80

Scale 1/8"=12'

BW-

RECEIVED

Exhibit G
1201 Broadway
#020-LTAB-085

AUG 12 2

Non-Disclosure and Confidentiality Agreement

CITY OF ROCKFORD
LEGAL DEPARTMENT

The undersigned ("Recipient") hereby agrees that all financial and other information ("Information") that it has and will receive concerning BLACKPRINT ENTERPRISES, LLC is confidential and will not be disclosed to any individual or entity without prior written consent.

The Information shall remain the property of BLACKPRINT ENTERPRISES, LLC and shall be returned to BLACKPRINT ENTERPRISES, LLC promptly at its request together with all copies made thereof.

Recipient acknowledges that no remedy of law may be adequate to compensate BLACKPRINT ENTERPRISES, LLC for a violation of this Agreement and Recipient hereby agrees that in addition to any legal or other rights that may be available in the event of a breach hereunder, BLACKPRINT ENTERPRISES, LLC may seek equitable relief to enforce this Agreement in any Court of competent jurisdiction.

Date

Signature

This is a business plan and does not imply an offering of securities.

BLACKPRINT ENTERPRISES, LLC

Contact Information:

Reginald Alexander
807 Island Ave.
Rockford, IL 61102
779.772.0635

This document contains confidential information. It is disclosed to you for informational purposes only. Its contents shall remain the property of BLACKPRINT ENTERPRISES, LLC and shall be returned to BLACKPRINT ENTERPRISES, LLC when requested.

This is a business plan and does not imply an offering of securities.

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1. Executive Summary

The bar business is a growing segment. The expected growth rates show a positive dynamic of 2% to 5% for the next few years, depending on the demand of new young customers. The competition in this sector is strong; however, local consumers have shown a willingness to support the new and comfortable establishments. New companies in this business can be sure to have a high demand with a high sales margin. The goal of this business is the operation of a bar, restaurant, and special events venue that develops new innovative services and products for its customers. In addition to the core business concept the company will offer a new and exciting experience new to the Rockford area market.

1.1 Business Opportunity

The entertainment industry currently shows a strong growth marked by higher demand and also growing costs. The development of new business strategies and solutions seems critical for new industry players to get market shares and survive in this highly competitive industry. The choice of food and beverages, as well as, the architecture and additional services can be one strategy in this development. Additionally, a sound cost management is of critical importance for a solid stream of revenues. Big industry players have shown that even in a stagnating market, growth rates of more than 8% can be sustained.

Many businesses in the industry have failed to adjust their strategy when customer demands and environmental factors changed. The most critical failures in such times were non-competitive offerings, unsatisfactory service, slacking cost control and management mistakes. On the other hand, companies that reacted flexibly to the changing environment show significantly higher revenues and margins and increased shareholder value.

The operation of a venue that offers a range of classical beverages and a selection of food is the core of this business. A strong focus of this business will be placed on the development and marketing of special events. The range of beverages and products is selected to provide solid growth potential.

The operation of this business requires good knowledge of the entertainment industry, as well as, a competitive service concept to increase customer satisfaction. However, it is critical that this service is offered with a strong focus on cost management.

One central goal of the proposed business strategy is the development of its own corporate identity. Such identity will create customer loyalty and help gain a competitive advantage. Therefore, it is planned that in addition to the selection of new and interesting services, a company design is developed.

1.2 Product/Service Description

The company plans to become a leading bar/restaurant/special events venue in the Rockford area market. Beverages, food, entertainment (TV broadcasts, coin-op games, legal Illinois video gaming, streaming music), and service is planned to be the prime strategies in this business. The target audience is the contemporary adult market, as well as the surrounding neighborhood residents. Net earnings are expected to be at least 2% above traditional bar/restaurants.

1.3 Current Business Position

The company believes that developing new and enhanced services and technology is necessary to remain competitive. The company expects that its continued growth and profitability will depend in large part on its ability to increase its brand name awareness. Additionally, the company intends to use technology to deliver an outstanding service offering.

1.4 Financial Potential

BLACKPRINT ENTERPRISES, LLC will be profitable within its first 2 years of operation. This is not unusual for a new bar/restaurant and special events venue, given the anticipated loan packaging BLACKPRINT ENTERPRISES, LLC expects to assemble and the affordable lease on the midtown location, this expectation is reasonable.

2. Products

BLACKPRINT ENTERPRISES, LLC will offer a full service bar, with all the top quality and selling beverages, as well as, a top of the line upscale menu and the Illinois VGT's. In addition, BLACKPRINT ENTERPRISES, LLC will offer those persons a comfortable and vibrant setting. With the exception of some of the rarer imported beers and foods, all food and liquor shall be obtained from local suppliers. BLACKPRINT ENTERPRISES, LLC will maintain around \$25,000 of inventory at all times to meet customer demands. The principal of BLACKPRINT ENTERPRISES, LLC expects customers to be drawn to the concept immediately. Consumers are always "thirsty" to try what is new. This gives BLACKPRINT ENTERPRISES, LLC a tremendous opportunity to capture

market share. The anticipated food vs. alcohol sales ratio is 50% food with 50% beverage. No charge will be collected.

BLACKPRINT ENTERPRISES, LLC will be relocating their current business KEEPIT100 CUSTOM PRINTING to this new location. It will operate to the same high standards that it is currently holding.

2.1 Suppliers and Inventory

All food, liquor, and supplies inventory shall be obtained from local suppliers, except for some of the rarer imported beers and foods. BLACKPRINT ENTERPRISES, LLC shall maintain an average of \$25,000 inventory on-hand at all times. Based on industry information and the menu mix planned by BLACKPRINT ENTERPRISES, LLC this should provide the necessary "cushion" to meet customer demand. Inventory shall consist of food, liquor, and supplies.

2.2 Research and Development

BLACKPRINT ENTERPRISES, LLC principal and management team will be constantly evaluating new menu ideas, cocktail development, and promotional ideas. This information will be gathered from tradeshow, site visits, and from monitoring the pulse of the local and national hospitality industry. Principal and management will subscribe to industry journals to keep abreast of market developments. In addition, principal will attend the annual Nightclub and Bar tradeshow and the National Restaurant Association tradeshow to remain on the "cutting edge" of technology, methods, and products.

3. Services

3.1 Service Descriptions

BLACKPRINT ENTERPRISES, LLC is the new definition of the Rockford area special events bar and food scene. Its classic design and attention to detail will be the driving factor in consumer loyalty. The concept is as follows:

BLACKPRINT ENTERPRISES, LLC will incorporate a bar style atmosphere thru its use of lounge style furniture, inviting décor, flat screen televisions, coin-op gaming, approved Illinois VGT's and daily promotions. BLACKPRINT ENTERPRISES, LLC will redefine the special events scene with a comfortable atmosphere, reasonably priced drinks and great food. The point of difference is in the bars design, furnishings and service. The contemporary style design, comfortable furnishings, lighting accents, pricing, and exceptional service, are the basis for success.

4. The Industry, Competition and Market

A careful analysis of the market and competitive forces in this industry is a key element in assessing the business potential of the project. This analysis will provide marketing and sales data that is indispensable to optimally develop the business potential. Market is defined as the market where the company plans to operate in the next ten years.

4.1 Industry Definition

The company operates in the national leisure market, which constituted approximately 52% of the international market in 2018, according to several research institutes. The industry is a large segment of the nation's economy. It is a growing market. According to different estimates from research institutes, the total considered market grew at a 25% compound annual growth rate between 2015 and 2018. In contrast, the national GDP has increased at a 3.2% compound annual growth rate in 2018 according to the estimates. The company estimates that entertainment businesses have certain advantages over other businesses, including a customer base that consists primarily of young people.

The bar and nightclub along with the special events venues industry includes about 50,000 locations with combined annual revenue of about \$18 billion. No major companies dominate; varying state liquor laws complicate the ability to form large chains. The industry is highly fragmented: the 50 largest companies hold just over 5 percent of sales. Personal income and entertainment needs drive demand. The profitability of individual companies depends on the ability to drive traffic and develop a loyal clientele. Large companies can offer a wide variety of food, drinks, and entertainment, and have scale advantages in purchasing, financing, and marketing. Small companies can compete effectively by serving a local market, offering unique products or entertainment, or providing superior customer service. The industry is extremely labor-intensive. Bars and nightclubs compete with other venues that offer alcoholic drinks or entertainment, including restaurants, hotels, casinos, and consumer home.

5. Marketing Plan

Effective marketing together with consistent promotion are the keys to success. The company focuses on a comprehensive web marketing and classical marketing strategy designed to attract new customers, convert leads into sales, and maximize the revenue. In the start-up phase it is a central task of the marketing concept to establish name recognition and its own trade mark. Several marketing and sales promotion strategies are available in the industry. Later on the strategy will primarily be targeted to gain new customers and create customer loyalty of repeat customers.

Online marketing: There is a broad range of online marketing opportunities. Successful online marketing depends largely on the ability to identify marketing services that provide the best opportunity to reach customers in a cost effective manner. Search engine marketing and banner marketing are the most widely used method of attracting visitors to a website. Social media (Facebook, Twitter, etc.) is a leading method for daily interaction with current and prospective customers.

Print advertising: Printed advertisements in regional magazines is regarded as very beneficial in the start-up phase to attract a large group of potential customers and draw attention to the range of articles offered.

Marketing cooperation: Marketing and distribution alliances with other businesses to generate cost savings and increase efficiency are used rarely. Such strategies include mutual use of marketing and web promotion events and joint promotion arrangements.

Sales promotion: Sales promotion strategies have temporary effects only. Sales promotion will be used for a limited time to increase the number of customers. The strategy will include special offers with opening discounts. This strategy is expected to continue for the first 12 months.

Direct marketing: The company uses direct marketing campaigns with e-mail and mailing lists, as well as, text messaging. This strategy will be used to increase the revenue per customer.

Below are the Four P's of the BLACKPRINT ENTERPRISES, LLC marketing plan:

1. Product (Great food and great drinks) - including a wide range of options and tastes.
2. Price - Affordable menu and bar items to suit any budget.
3. Place -Unique, upbeat, cozy, and friendly. Located in a thriving midtown location with an excellent atmosphere for starting and growing a business.
4. Promotion (Social Media, Direct Mailers, Newspapers, billboards, radio, TV, etc.) - A host of different marketing mediums will be used to reach potential Greater Rockford area customers.

5.1 Competitive Advantage

The competitive advantage of BLACKPRINT ENTERPRISES, LLC is its atmosphere, service, and pricing. No other restaurant or bar in Rockford area will be able to match BLACKPRINT ENTERPRISES, LLC layout, fixtures, service, menu, or prices.

The upscale appearance of the building and the sophisticated decor will instill a unique image in the customer's mind. No other restaurant or bar will have the same look, menu, or atmosphere.

5.2 Pricing

BLACKPRINT ENTERPRISES, LLC pricing strategy is simple. Offer great food and drinks at reasonable prices. Since there are direct competitors, BLACKPRINT ENTERPRISES, LLC has the flexibility to set its prices with comparison. Both food and liquor costs average 30 percent. As pricing fluctuations exist with suppliers, menu prices may be slightly modified; however, as a general rule, food and beverage prices will be reviewed quarterly. Cost will reflect a 25% margin on food and beverage with 50% for profits.

6. Operating Plan

BLACKPRINT ENTERPRISES, LLC will be located in a prominent midtown location. In order to launch this bar concept, BLACKPRINT ENTERPRISES, LLC needs to secure and remodel its building, purchase inventory, equipment, fixtures, liquor license, gaming license, and hire and train its personnel.

6.1 Facility

BLACKPRINT ENTERPRISES, LLC will offer approx 10,000 square feet of bar, restaurant and banquet space (the banquet space has a capacity of 500 people). The current business of KEEPIT100 CUSTOM PRINTING will also occupy space in this new location. Follows is a summary of the purchases BLACKPRINT ENTERPRISES, LLC requires in order to begin its operation:

6.2 Personnel Plan

Personnel costs are built into the projections as a percentage of food and labor costs. Both are expected to run 20 percent of sales. A facility of this size usually employs a total of 20 to 35 people. The jobs are separated between the "front of the house" and the "back of the house." Basically, the front of the house staff consists of a manager, wait staff, bartenders, and bar backs. The back of the house staff consists of a manager, cooks, and dishwashers. BLACKPRINT ENTERPRISES, LLC will provide extensive employee training to ensure a well-prepared, friendly, and knowledgeable staff. During the start-up period, employees will be familiarized with the menu, bar specials, and customer service expectations. There will be lunch/dinner "test-runs" with family and friends to ensure quality. Management employees (Owner/Manager) will be a salaried employee. Other personnel will be hourly, part time, and non-benefited employees.

6.3 General Operations

Hours of Operation:

BLACKPRINT ENTERPRISES, LLC hours of operation will be: Sunday through Thursday from 11:00 a.m. to 12:00 a.m. and Friday and Saturday from 11:00 a.m. to 2 a.m. Food will be served during all hours of operation. At all times, BLACKPRINT ENTERPRISES, LLC will comply with the Illinois Department of Health regulations as they pertain to restaurants and bars, as well as the Rockford and surrounding area Liquor laws. All managerial personnel have extensive experience in this area, making compliance inevitable.

6.4 Security Plan

It is BLACKPRINT ENTERPRISES, LLC intention to market to the local residents and the local business crowd. The establishment's management has a responsibility to use reasonable measures to provide a safe environment for its customers (invitees) and employees. That responsibility includes in the bars parking lot, the sidewalks and other areas immediately adjacent to the building.

The first line of defense for any establishment is its bartenders and servers. Each should be trained to identify patrons who are visibly becoming intoxicated, or becoming loud, obnoxious, or "looking for trouble." They should also be trained in basic non-confrontational methods to cut such people off from further drinking. Condoning the presence of visibly intoxicated persons, or turning them loose to drive on the streets is a recipe for disaster and subsequent lawsuits. Training for these personnel should also include low-key behavior modification techniques that can often defuse a problem before it escalates.

The second line of defense for many bars is a doorman (on staff when necessary). Stationed at the entry door(s), the doorman (who often is a security person) keeps order in any lines and checks IDs to ensure that people seeking entrance are of legal age. They also attempt to deny entry to persons who are obviously intoxicated, or who are known to have previously caused problems and been barred by management. Tact, good communication skills, and a sense of humor and fairness are important traits to look for in hiring such persons.

ALL employees will be BASSETT certified.

Number/Utilization of Security Personnel

As a sedate and dignified establishment with a well trained staff, we require no in-house security other than those currently employed as management and staff (12 employees). A dress code will be posted and enforced. The dress code will include, but not be limited to; No sports jerseys, No loose or baggy pants, No hoodies or oversized coats, No bandanas or combat boots, No sweat suits or warm up gear.

Control & Clearance of Parking Lot and Public Areas

Management or staff directed by management shall regularly patrol the immediate exterior (public area), as well as, the parking lot of the building at least once per employee shift, doing so on a random basis. If you are not a patron or not at the establishment on official business with the owner or the owner's agent, or you are a patron, but you are loitering in the parking area, said person will be asked to leave the parking area immediately.

Alarm & Cameras

BLACKPRINT ENTERPRISES, LLC will hire the professional and insured alarm company Alarm Illinois to install security cameras throughout the location, as well as, install an alarm system on doors and windows. Alarm Illinois will also do the security monitoring.

Unruly Patrons

When a patron acts in a manner that is violent, abusive, indecent, profane, boisterous, or otherwise disorderly, licensee will immediately contact the police and request that the police invoke the provisions of the ordinance.

Patrons who are Intoxicated

Licensee, its agents, and employees, may not sell, dispense, or give away alcohol to any person who is under the influence of alcoholic beverages, nor shall such a person be permitted on the premises. When a customer has been "cut off," the server will notify the other employees. Management will support the server's decision to terminate service to any customer. If a customer is too impaired to drive safely, licensee will try to persuade the customer not to drive, and arrange for a safe ride. If the customer refuses, management will notify the Rockford Police Department with a description of the person and the license plate number of the vehicle, if possible.

ALL employees will be BASSETT certified.

Control/Supervision of Patrons under 21

All identification cards used to prove age must be valid (i.e., may not be expired), and must be government-issued. If the identification card is expired or appears at all questionable to the employee, the

employee shall request a second form of identification. The employee shall make sure that the individual purchasing the liquor resembles the identification card. All employees are encouraged to ask purchasers questions relating to their identification in order to verify the information. If the employee checking an ID has a strong suspicion that an ID is false, altered, or belongs to someone other than the person presenting the ID, he/she shall confiscate the ID and turn it over to management, to be presented to the police. Licensee will request proof of age from any customer who appears to be 30 years of age or younger, and will refuse service to any customer who cannot produce adequate ID.

Circumstances under which the Police will be called

The police will be called, in a timely manner, any time management or staff has information to believe a crime has been or is about to be committed and/or whenever a threat of or act of violence occurs on the premises or off premises in areas that would be considered in view or earshot of the establishment.

Handling of Physical Disturbances

Management will ask anyone who is fighting to leave. If necessary, management or staff at the direction of management will call the local law enforcement agency for assistance. Licensee will permanently refuse admittance to any chronic problem customer.

7. Management, Organization and Ownership

7.1 Organizational Structure

The organization structure for BLACKPRINT ENTERPRISES, LLC is simple and straightforward. Mr. Reginald Alexander will be the owner/general manager and responsible for all operations.

Reginald Alexander is a progressive thinker that serves as a Board Member for 100 Strong Inc. located at 4111 Auburn Street Rockford, IL 61101, for the past 5 years. Reginald has successfully sustained a 20 year career with Chrysler Automotive and has spent the last 5 years working at Woodward Inc as Operation Tech and now Co-owner of Keep It 100 Custom Printing located in the heart of Rockford. Reginald Alexander is well respected and well-known name amongst the Rockford community for his passion for people and creating future leaders within our community.

In addition to the positions mentioned above, Reginald currently serve as a Commissioner for the Rockford's Community Relation Commission and former member of the Civil Right Committee while working with Chrysler Automotive from 1994 to 2009.

Calvin Rhodes

DOB :6/11/1970

Occupation : 1990-2006 (Valspar Corp)

2006-2017 (self employed)

2017-2019 (FCA Chrysler)

2019-2020 (Woodward)

Education: 1988 Graduate Rockford East High

Rockfordian for the past 40 years, coming from Chicago (via) Tennessee. Married to Tiffney Rhodes for 27 years. Two(2) children, Demontae Rhodes(Deceased) and Asha Rhodes(26). I have been active in my community for the past 20 years, starting with coaching my sons football and basketball teams and mentoring youth. I have been a small business owner since 2006. Where I ran and operated a successful Commercial Cleaning Business (still active). I, with a partner, started a T Shirt Printing business in Rockford last July (2019). Where we offer custom apparel printing.

Richard Aldridge Jr.

I am currently the head of Welcome Star Lodge #36 Prince Hall Masons. We are a non-profit, community driven organization. We help volunteer with different organizations who shares the same goals and ambitions. I am also a member of 100 Strong which is another organization which is youth driven. I am the owner of a small business as well. Aldridge Plowing & Services which was established in 2017. I am

a proud father of two young ladies. I love to help people, and want to see our communities succeed

Cedric D. Love

I am currently the certified owner of Everything Smackin catering small business which was developed June 30th 2020. I am also a member of a 100 Strong which is a nonprofit organization driven to help the youth and all families in the City of Rockford. From the beginning of the covid-19 pandemic Everything Smackin in collaboration with three other small businesses for 10 weeks straight fed over 5,000 youth and Elders for free in the City of Rockford. I'm a proud father of two trying to further my dream with Everything Smackin catering and serve my city with delicious foods that I so passionately cook.

8. Goals and Strategies

The plan for BLACKPRINT ENTERPRISES, LLC has been meticulously prepared over a 1-year period. Every aspect of the business's operation has been examined by multiple professionals for their opinion. It is the belief of Mr. Alexander that BLACKPRINT ENTERPRISES, LLC has considered all the possible scenarios and wishes to launch this concept as soon as possible. .

8.1 Keys to Success

There are several keys to BLACKPRINT ENTERPRISES, LLC success:

1. Strong management team - Key individuals must have strong hiring, training, management, and operating experience and skills.
 2. Quality product - The food and beverages and its preparation must be of high quality.
 3. Consistent service - Every customer should have an identical experience each time he/she visits.
 4. Tight cost controls - BLACKPRINT ENTERPRISES, LLC must run a "tight ship."
- Unnecessary or excess inventory can lead to unnecessary cash requirements.

9. Financial Assumptions

The financial projections for BLACKPRINT ENTERPRISES, LLC are based on conservative sales and industry standard expenses. These projections allow for short-term loan repayment and adequate cash flow.

Please note that calls are subject to change as Calls for Service are submitted. Offenses represent the initial call: not the verified offense.

City of Rockford Police Department
Calls for Service For
9/3/2018 to 9/3/2020

Exhibit H
1201 Broadway
#020-LTAB-085



CFS Number	CFSDate	Time	Reported Offense (Non-Verified)
19-057378	05/20/2019	7:20	8100 Shot Spotter Alert
1			

Location
1201 BROADWAY

Data obtained from NetRMS.
Produced: 9/4/2020 8:43:33AM

Please note that the Call for Service is specified for a property. Location is not specific to any person, place, or event. Call for service location is tied to the location to where the call was received.

The competitive advantage of BLACKPRINT ENTERPRISES, LLC is its atmosphere, service, and pricing. No other restaurant or bar in Rockford area will be able to match BLACKPRINT ENTERPRISES, LLC layout, fixtures, service, menu, or prices.

The upscale appearance of the building and the sophisticated decor will instill a unique image in the customer's mind. No other restaurant or bar will have the same look, menu, or atmosphere.

REVISED

5.2 Pricing

BLACKPRINT ENTERPRISES, LLC pricing strategy is simple. Offer great food and drinks at reasonable prices. Since there are direct competitors, BLACKPRINT ENTERPRISES, LLC has the flexibility to set its prices with comparison. Both food and liquor costs average 30 percent. As pricing fluctuations exist with suppliers, menu prices may be slightly modified; however, as a general rule, food and beverage prices will be reviewed quarterly. Cost will reflect a 25% margin on food and beverage with 50% for profits.

The Cocktail Menu

THE CLASSICS

Margaritas	\$6.50
Martini	\$7.50
Long Island	\$7.50

WINE

House Pinot Grigio, Reserve	\$4.00
Chardonnay, Reserve Pinot	

SPIRITS

Single House	\$3.00
Single Premium	\$4.00

BEER

Domestic	\$2.50
Imported	\$3.00

MENU

XSQUISITES BAR AND GRILL

SUNDAY

Soul Food Sunday

MONDAY

Stuffed Peppers or Shells

TUESDAY

Taco Tuesday

WEDNESDAY

Wing Dings and Things

THURSDAY

Egg rolls or Nachos

FRIDAY

Fish Fry

SATURDAY

Baby Back Ribs

MENU

XSQUISITES BAR AND GRILL

BURGERS

KEF BURGER	\$4.50
CHEESE BURGER	\$4.99
DOUBLE CHEESE	\$5.99
TRIPLE CHEESE	\$6.99
BACON MUSHROOM	\$9.99

SIDES

FRIES	\$2.99
CRISP CRISPY FRIES	\$3.99
NACHOS	\$4.99
CHICKEN QUESO	\$5.99
WINGS	\$6.99
MOLASSES SPICES & RIBS	\$4.99
POTATO	\$2.99
CRISPY WINGS & POTATO	\$6.99

DRINKS

WATER	\$1.00
SODAS	\$2.00
ORANGE JUICE	\$3.00
COFFEE	\$1.50

6. Operating Plan

BLACKPRINT ENTERPRISES, LLC will be located in a prominent midtown location. In order to launch this bar concept, BLACKPRINT ENTERPRISES, LLC needs to secure and remodel its building, purchase inventory, equipment, fixtures, liquor license, gaming license, and hire and train its personnel.

6.1 Facility

BLACKPRINT ENTERPRISES, LLC will offer approx 10,000 square feet of bar, restaurant and banquet space (the banquet space has a capacity of 500 people). The banquet space will not be initially used. At a later date, zoning permits will be obtained to open the banquet facility. The current business of KEEPIT100 CUSTOM PRINTING will also occupy space in this new location. Follows is a summary of the purchases BLACKPRINT ENTERPRISES, LLC requires

MENU

**XSQUISITES
BAR AND GRILL**

SUNDAY

Soul Food Sunday

MONDAY

Stuffed Peppers or Shells

TUESDAY

Taco Tuesday

WEDNESDAY

Wing Dings and Things

THURSDAY

Egg rolls or Nachos

FRIDAY

Fish Fry

SATURDAY

Baby Back Ribs

MENU

XSQUISITES BAR AND GRILL



BURGERS

BLT BURGER.....	\$4.50
CHEESE BURGER.....	\$4.99
DOUBLE CHEESE.....	\$5.99
TRIPLE CHEESE.....	\$6.99
BACON MUSHROOM.....	\$6.50



SIDES

FRIES.....	\$2.50
CHILI CHEESE FRIES.....	\$3.50
NACHOS.....	\$6.00
ONION RINGS.....	\$3.00
MUSHROOMS.....	\$3.50
MOZZARELLA STICKS 6 PIECES	\$4.50
POLISH.....	\$3.50
CHICKEN WINGS 6 PIECES.....	\$5.00



DRINKS

WATER.....	\$1.00
SODAS.....	\$2.00
ORANGE JUICE.....	\$3.50
COFFEE.....	\$1.50

The Cocktail Menu



THE CLASSICS

<i>Margaritas</i>	<i>\$6.50</i>
<i>Martini</i>	<i>\$7.50</i>
<i>Long Island</i>	<i>\$7.50</i>

WINE

<i>Merlot, Pinot Grigio, Reisling, Chardonnay, Sauvignon Blanc</i>	<i>\$4.00</i>
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SPIRITS

<i>Single House</i>	<i>\$3.00</i>
<i>Single Premium</i>	<i>\$4.00</i>

BEER

<i>Domestic</i>	<i>\$2.50</i>
<i>Imported</i>	<i>\$3.00</i>

LETTER OF SUPPORT FOR:

Xsquisites Bar & Grill
Blackprint Enterprises LLC
1201 Broadway
Rockford, Illinois 61104
(779) 772-0635

September 30, 2020

City of Rockford
Liquor and Tobacco Advisory Board (LTAB)
c/o Scott Capovilla, Planning and Zoning Manager
425 E. State Street
Rockford, Illinois 61104

Re: Letter in Support of Liquor License Application
Blackprint Enterprises LLC
Business Name: Xsquisites Bar & Grill

Dear LTAB Members:



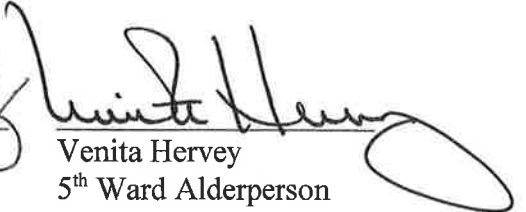
The undersigned individuals submit this letter in support of the liquor license application for the above establishment. As alderpersons representing Rockford's more economically distressed wards, we appreciate Blackprint Enterprises' interest in locating Xsquisites Bar & Grill at 1201 Broadway in the heart of this developing business district.

We have reviewed Xsquisite Bar & Grill's business plan and believe the establishment will provide a solid foundation for growth in this commercial corridor. Xsquisites will offer patrons a pleasant and relaxing place for lunch and for social gatherings and entertainment after work and on weekends, including the opportunity to engage in video gaming if desired. Xsquisites also will give patrons the option to watch sporting events while enjoying traditional bar food and appetizers along with a wide variety of drinks. Traditional dinner menu items also will be offered.

Blackprint Enterprises plans to bring its custom print shop business, "Keep it 100 Custom Printing," into the space adjacent to Xsquisites Bar and Grill. Although the two buildings are connected, the custom print business has a separate entrance. These establishments will bring significant foot traffic to the 1200 block of Broadway and beyond. We believe Xsquisites is the type of catalyst that is needed to spur further development along the Broadway corridor.

We wholeheartedly support Xsquisite Bar and Grill's application for a liquor license and video gaming. Please feel free to contact us if you have additional questions or need additional information.

Sincerely,

		
Tuffy Quinonez 11 th Ward Alderman	Ann Thompson-Kelly 7 th Ward Alderperson	Venita Hervey 5 th Ward Alderperson